FEBRUARY 18, 2004

MARINE CORPS LOGISTICS BASE ALBANY

INITIAL PLANNING CONFERENCE

Agenda

- Emergency Preparedness – Importance of exercising
- Lessons Learned from Lethal Peach Tabletop exercise
- Full-Scale Exercise (FSE)
  - Scope & Objectives
  - Design & Scenario Elements
  - Levels of Participation
  - Organization & Documentation
- Determine Support Requirements & Assign Tasks
- Identify Action Items

INTRODUCTION TO FULL-SCALE EXERCISES

Why Exercise?

DODI 2000.16, Standard 19

"Commanders shall conduct field and staff training to exercise AT Plans, to include AT Physical Security measures, Terrorist Incident Response Measures, and Terrorist Consequence measures AT LEAST ANNUALLY."

DODI 2000.18, Guideline 5: Training and Exercises

"The DoD Components should conduct annual CBRNE exercises using realistic CBRNE scenarios appropriate to the installation's mission and vulnerabilities to validate the concept of operations articulated in their CBRNE emergency response plan."

Why Exercise?

- **Identify shortfalls & gaps in AT Plans**
- **Promote interagency/unit cooperation**
- **Assess resource/personnel allocation & capabilities**
- **Foster communication & coordination between USMC & other military/civilian response assets**
- **Improve preparedness for & capability to respond to a terrorist WMD incident**

FULL-SCALE EXERCISE SCOPE & OBJECTIVES

Scenario Selection

SUGGEST FOLLOWING UP ON ISSUES IDENTIFIED DURING LETHAL PEACH

Full-Scale Exercise Scope

- **1-day field response exercise**
- **Actual mobilization & movement of personnel & resources in response to a simulated attack**
- **Based on design objectives selected by MCLB Albany**
- **Participation from response groups across functional spectrum**
- **Focus on initial response**
  - **Multiple events**
  - **Individual and team tasks**
  - **1st hours of response**

Objective Areas

- **Hazard Assessment/Agent Identification**
- **Incident/Unified Command**
- **Communication**
- **Coordination**
- **Decontamination**
- **Resource Integration**
- **Secondary Devices**
- **Patient Management & Clinic/Hospital Preparedness**
- **Equipment Capabilities/Requirements**

Objective Development

In response to the outbreak of a contagious bioterrorist agent on MCLB Albany, examine the interface between USMC and civilian agencies in the conduct of crisis and consequence management activities ***in accordance with applicable plans.***

Task **Condition** ***Standard***

Objectives should be identified by assessment

SIMPLE – MEASURABLE – ACHIEVABLE – REALISTIC – TASK-ORIENTED

Sample Objectives

Law Enforcement/Intel

- **Evaluate the flow of intelligence between off-base & base personnel, in accordance with the AT plan, following a terrorist incident occurring on base.**
- **In response to a terrorist incident on MCLB Albany, assess internal & external notification protocols in accordance with AT plans.**
- **Following a terrorist incident, validate evidence collection & crime scene preservation procedures in accordance with applicable plans & procedures.**

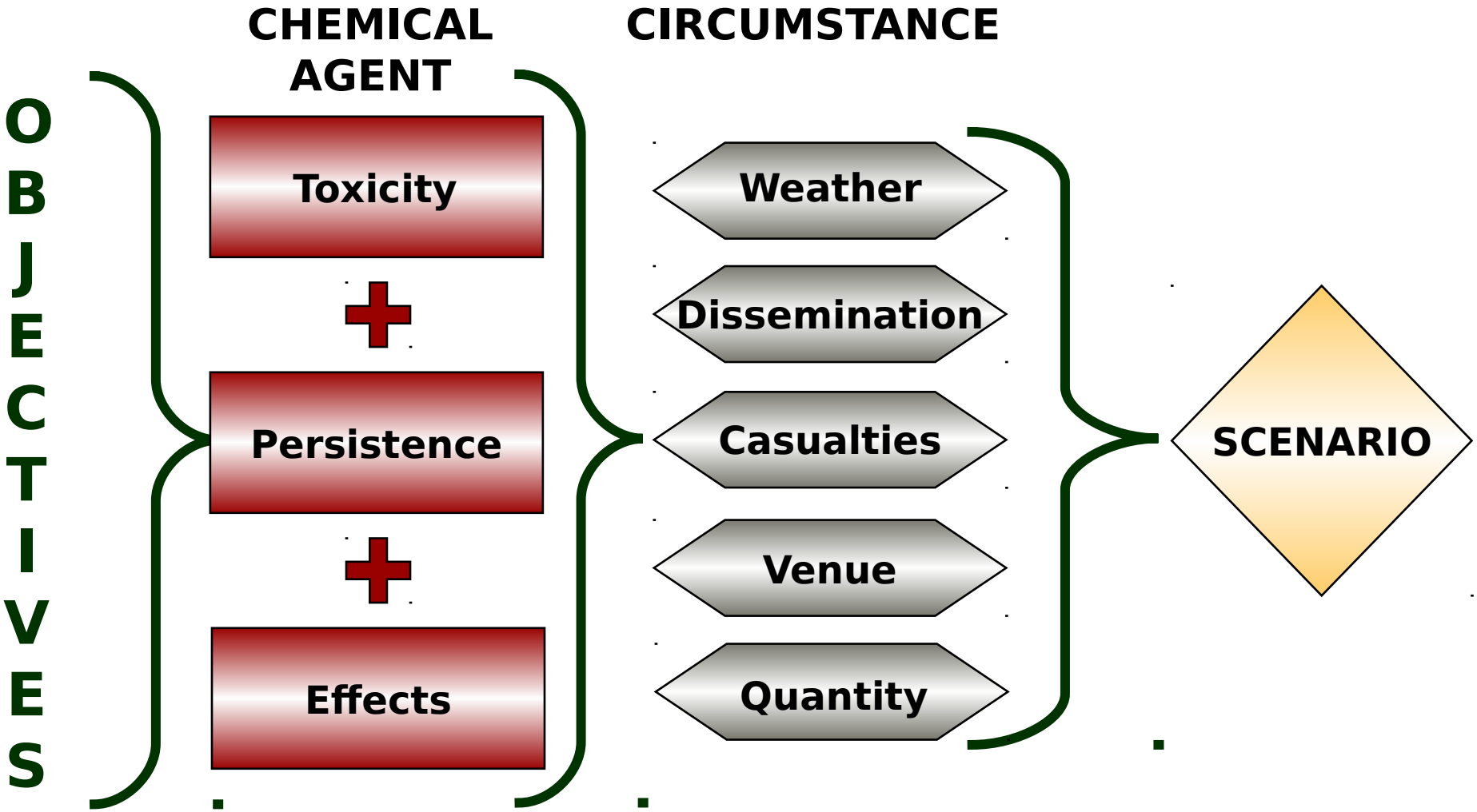
EXERCISE DESIGN

Scenario Selection

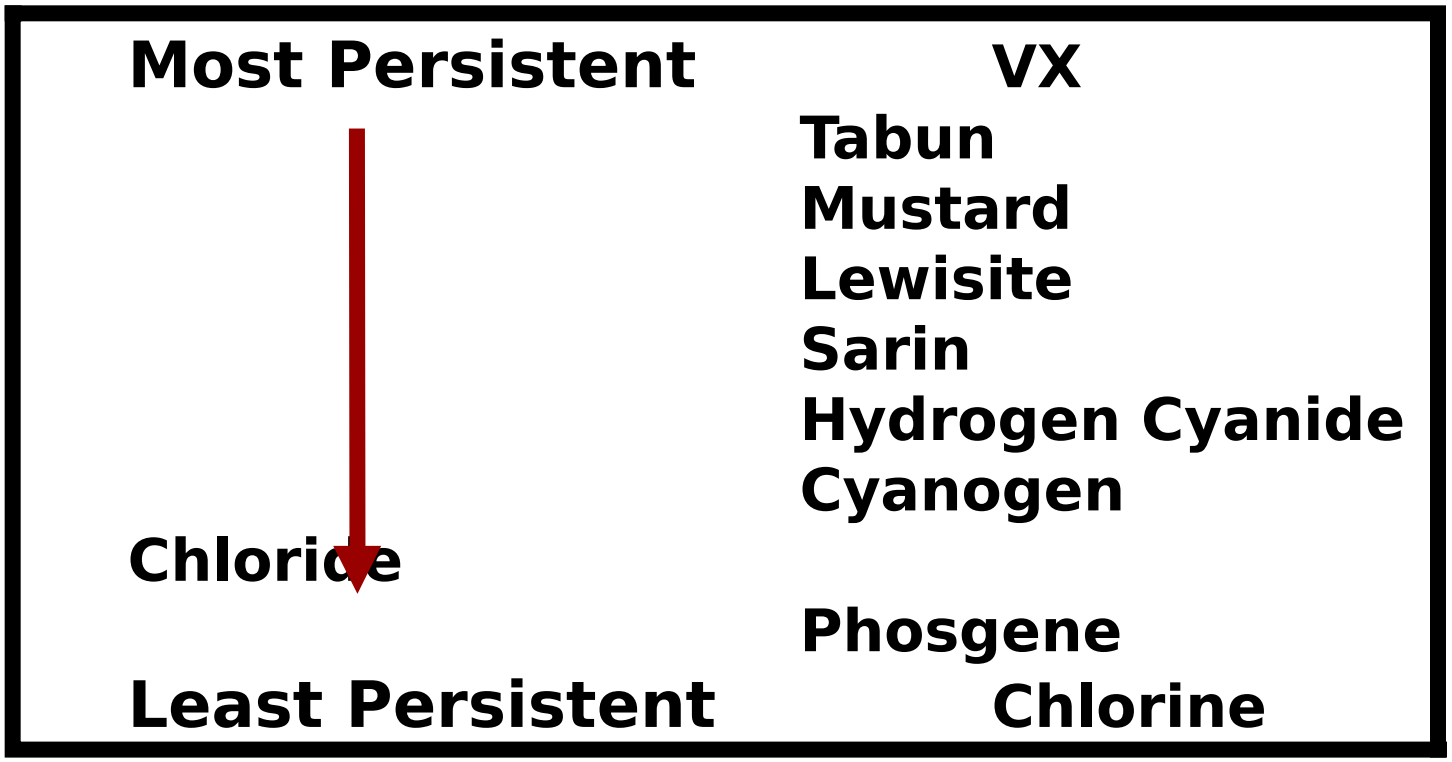
Scenario must be driven by objectives

Scenario should be based on most likely threat

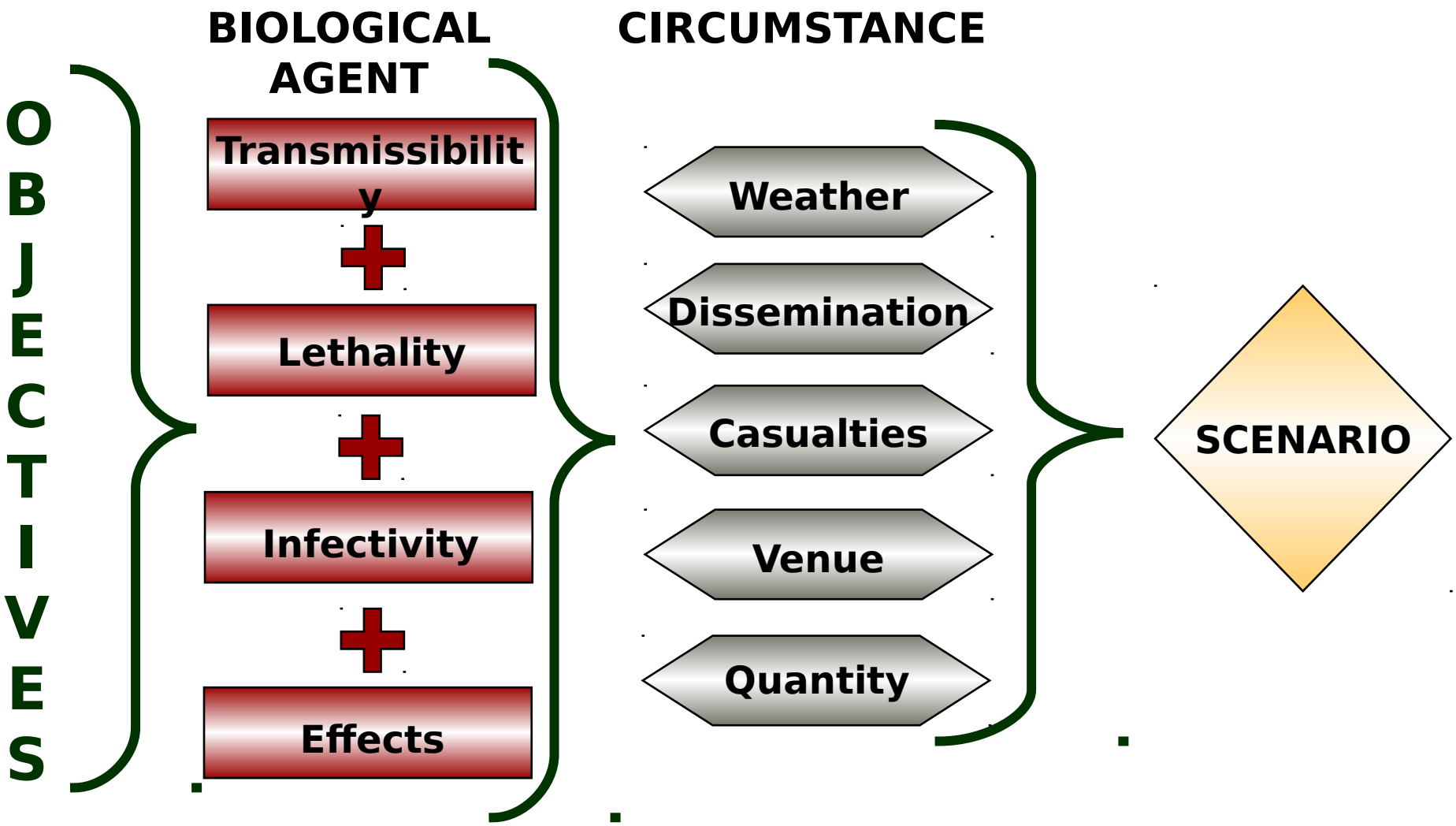
Chemical Scenario Elements



Chemical Agent Selection



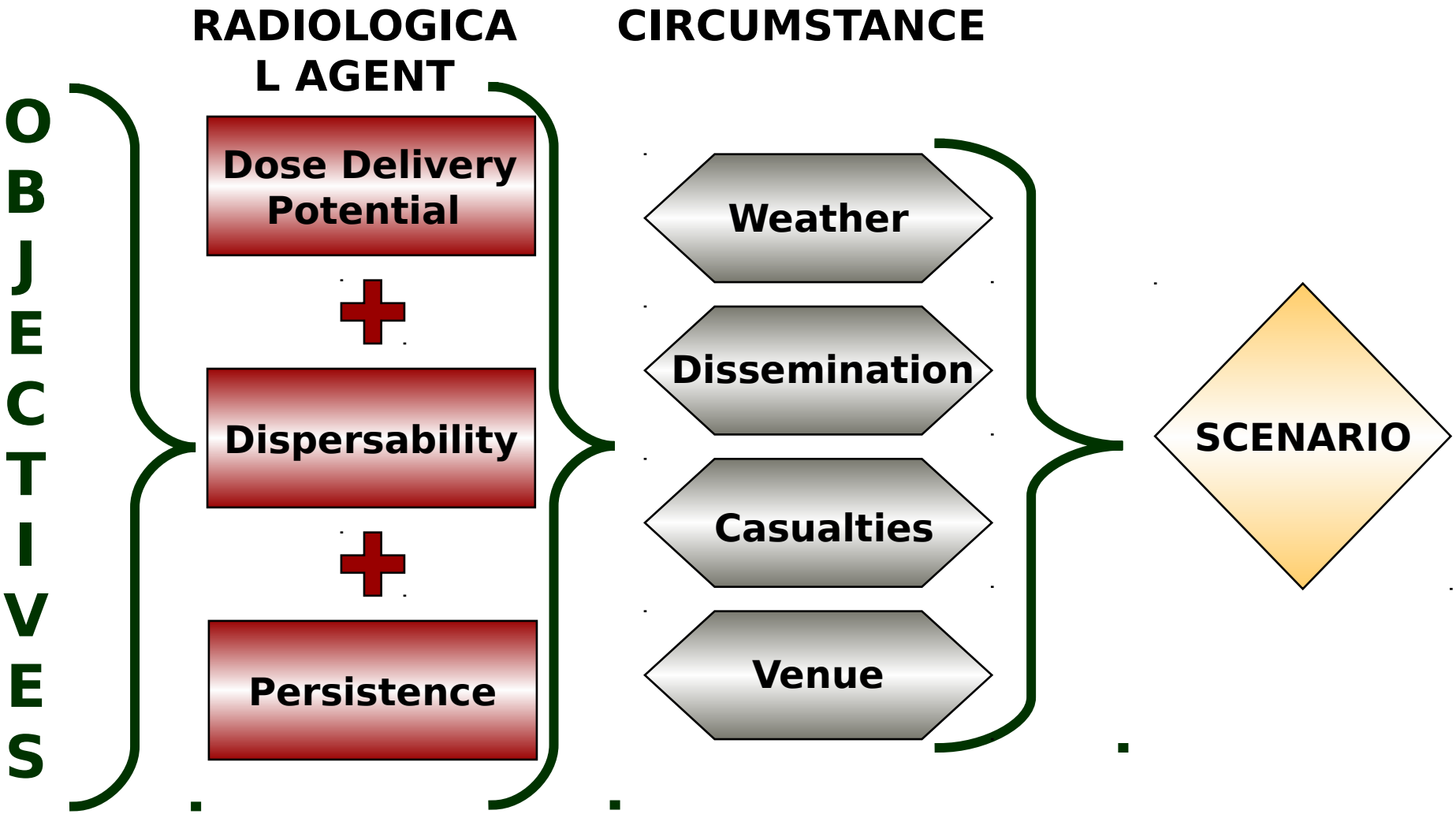
Biological Scenario Elements



Biological Agent Selection

Agent	Transmissibility	Lethality
Anthrax	No	Very High
Tularemia	No	Moderate
Plague	High	High to moderate
VEE	Low	Low
Botulinum	No	High
Q Fever	Rare	Very Low
Small Pox	High	High

Radiological Scenario Elements



Radiological Agent Selection

Agent	Dose Delivering Potential	Persistence (T ½)
Plutonium-239	Low	Long
Uranium-235	Low	Long
Americium-241	Low	Long
Cobalt-60	High	Long
Cesium-137	High	Long
Radium	High	Long
Medical Isotypes	Low	Short

Secondary Scenario Elements

Secondary Device

- **Primarily used to target first responders**
- **Intended to impede response efforts**
- **Conventional or unconventional**

Damage to Critical Infrastructu

- **Communications systems**
- **Computer networks**
- **Power lines**

EXERCISE PARTICIPANTS

Players - MCLB Albany

- Emergency Operations Center (EOC)
- Provost Marshal's Office (PMO)
- MCLB Fire Dept/EMS
- I & L Environmental
- I & L Public Works
- Public Affairs Office (PAO)
- Naval Criminal Investigative Service (NCIS)
- Branch Medical Clinic (BMC)
- Marine Corps Community Services (MCCS)

Players – External

- Albany Police Dept
- Dougherty County Police Department
- Dougherty County Sheriff's Office
- Dougherty County EMS
- Lee County Sheriff's Office
- Worth County Fire Dept.
- Fort Benning EOD
- Palmyra Medical Center
- Phoebe Putney Memorial Hospital
- Georgia State Patrol
- Georgia HazMat Emergency Response Team
- Georgia Emergency Management Agency (GEMA)
- Georgia Bureau of Investigation (GBI)
- Federal Bureau of

Actors/Victims

- **Supplied by installation**
- **Number sufficient to stress system**
- **Display variety of symptoms**

Observers, VIPs, Media

Observers/VIPs

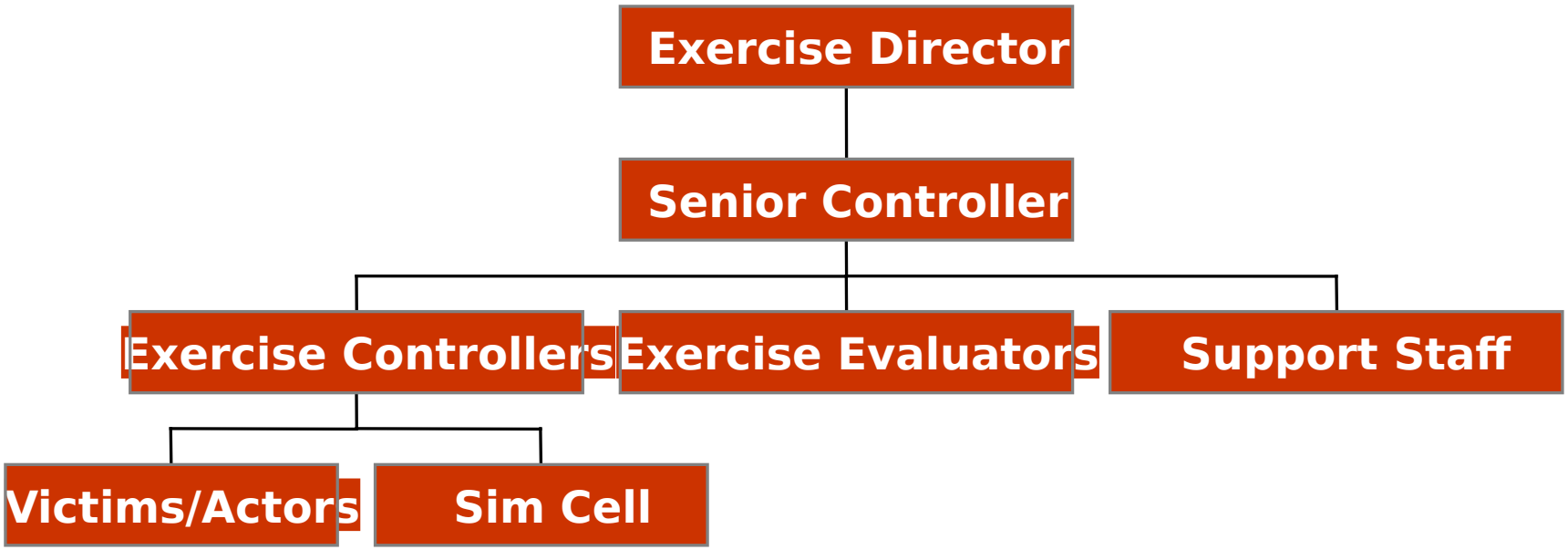
- Commanding Officer
- Higher HQ
- State & Local Officials

Media

- Limit access to play area
- Provide escort

EXERCISE ORGANIZATION & DOCUMENTATION

Exercise Organization



PLAYERS

Exercise Control

Exercise Director(s)

- MCLB Albany/HQMC PS representative(s) at exercise site
- Gives final approval of exercise activities

Senior Controller

- CRA/HQMC PS representative
- Monitors progress & coordinates any required modifications

Individual Controllers

- Introduce, maintain, & coordinate events in accordance with MSEL
- Observe & report exercise artificialities interfering with realism

Exercise Evaluators

- **Expertise in evaluation area**
- **Familiar with plans and procedures**
- **Understand exercise concept and scenario**
- **Observe, record, and report player actions**
- **Ensure collection of all evaluation data after exercise**
- **Provide written feedback for AAR**

SIMCELL

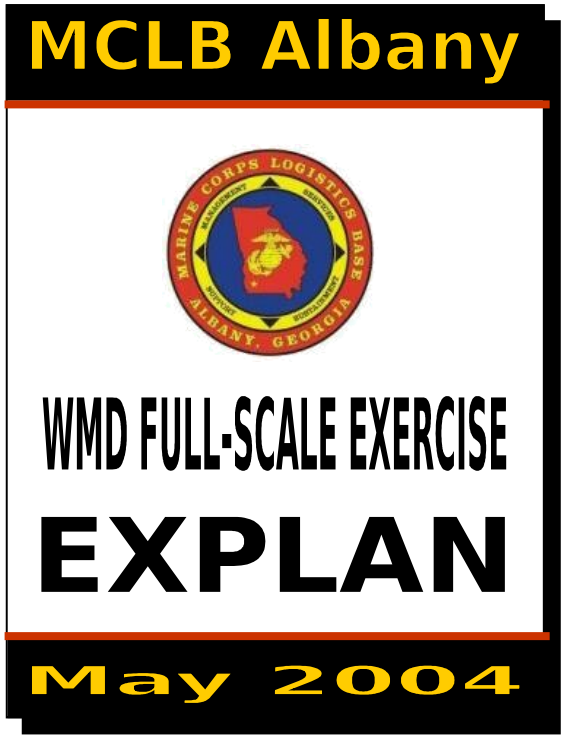
- **Serves as exercise control center**
- **Located in indoor location near exercise site or EOC**
- **Simulators drive exercise by:**

  - providing injects to players to drive exercise

  - acting out roles of agencies and individuals not actively participating in exercise

- **Requires dispatchers from each agency**

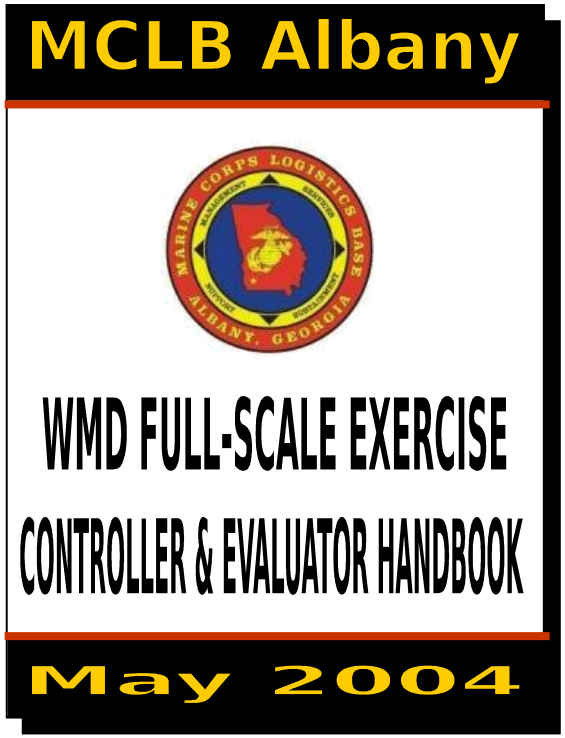
Documentation



EXERCISE PLAN (EXPLAN)

- Provides administrative details of exercise
- Does not give operational details or scenario information
- Reviewed at the Mid-Term Planning Conference
- Distributed prior to exercise

Documentation



Controller & Evaluator Handbook

- Contains all information critical to exercise
- Contains evaluation materials
- Reviewed at Final Planning Conference
- Distributed at pre-exercise briefing
- Limited distribution

Documentation

Master Scenario Events List (MSEL)

- Chronological schedule of scripted exercise events
- Lists & synopsizes key events & expected response
- Injected into exercise play to generate activity in specific functional areas in support of exercise objectives

Feedback

Functional Area Hot Wash
(immediately following exercise)

Controller & Evaluator Debrief

After Action Report

MCLB Albany

WMD FULL-SCALE EXERCISE

After Action Report

May 2004

Objectives
Recommendations
Observations
Innovations

Distribution

- MCLB Albany
- HQMC PS

Purpose

- Document exercise discussion
- Provide feedback/ recommendations
- Pass on lessons learned

LOGISTICS & SUPPORT REQUIREMENTS

MCLB Albany Tasks

- ✓ **Provide AT Plans, SOPs, maps & photos**
- ✓ **Design exercise objectives**
- ✓ **Review all exercise documentation**
- ✓ **Assist with MSEL development**
- ✓ **Determine participants; distribute invitations**
- ✓ **Secure briefing, SIMCELL & exercise location(s)**
- ✓ **Provide communications network for Controllers**
- ✓ **Provide Evaluators, Simulators, Actors**
- ✓ **Ensure robust participation!**

HQMC/CRA Tasks

- ✓ **Design exercise scenario**
- ✓ **Develop exercise documentation**
  - **-MSEL/Injects**
  - **-EXPLAN**
  - **-C/E Handbook**
  - **-Briefings**
  - **-Evaluation Forms**
- ✓ **Build simulated devices (if required)**
- ✓ **Provide Controllers**
- ✓ **Train Evaluators**
- ✓ **Facilitate C/E briefing & Hot Wash**
- ✓ **Write AAR**

Future Meetings

Mid-Term Planning Conference – Date TBD

- **Continue Planning Process**
  - **Confirm exercise objectives & scenario**
  - **Review exercise support requirements & planning assignments**
  - **Obtain injects from functional area reps.**
  - **Identify Evaluators – Support Staff – Controllers**
  - **Develop Schedule of Exercise Play**
- **Review DRAFT EXPLAN & C/E Handbook**

Future Meetings

Final Planning Conference – Date TBD

- **Finalize Exercise Plans**
  - **Discuss Support Needs/Logistics/Facilities**
  - **Review MSEL & obtain additional injects**
  - **Finalize schedule of events**
  - **Finalize participant list**
  - **Conduct final site visit**
  - **Identify any areas of concern**
- **Finalize EXPLAN & C/E Handbook**

Action Items

- ✓ **Finalize exercise execution date**
- ✓ **Set dates for future meetings**
- ✓ **Design exercise objectives**
- ✓ **Determine basic scenario elements**
- ✓ **Allocate MCLB Albany & CRA/HQMC PS tasks**

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QUESTIONS